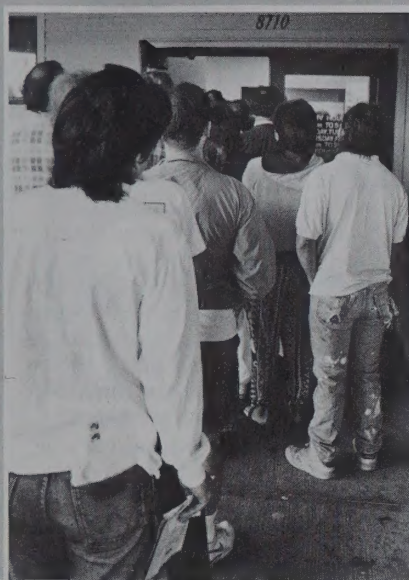


## WHAT'S NEW



## April '92 CDL deadline looms

Motor Vehicles Division customers wait outside the East Portland Drive Test Center. This scene may repeat itself if more commercial drivers don't crack the books and take the Commercial Drivers License exam before the April 1, 1992 deadline.

See story, Page 4

## Hotline activated in early 1992

ODOT wants you to reach out and touch someone. No charge.

A toll-free hotline, a six-month pilot project expected to begin by early 1992, promises to answer some of the department's "hot issues" and "provide employees with accurate, timely information in an easily accessible way, and provide a mechanism for two-way communication," said Judy Gregory, assistant director for administration.

A number for the employee hotline had not been selected by presstime. When available, that number will be widely published, according to Gregory.

The hotline is intended to turn around some of the department's communication problems as revealed by the recent employee survey. "Top management is frustrated by the inability to get accurate information to all employees, and this void is often filled by incorrect and destructive rumors," Gregory said. "Employees are frustrated by the inability to get reliable information and feel they have no way to make themselves heard by management."

The phone line will begin with a recorded segment of general interest—ODOT Management Team actions, for instance—and be followed by an opportunity for employees to leave a recorded message, either in response to the previous message or apart from it.

Plans call for the Director's Office staff to listen to the comments and route questions and concerns to whomever is most qualified to provide callers with a direct answer.



## Foul-weather foreseers



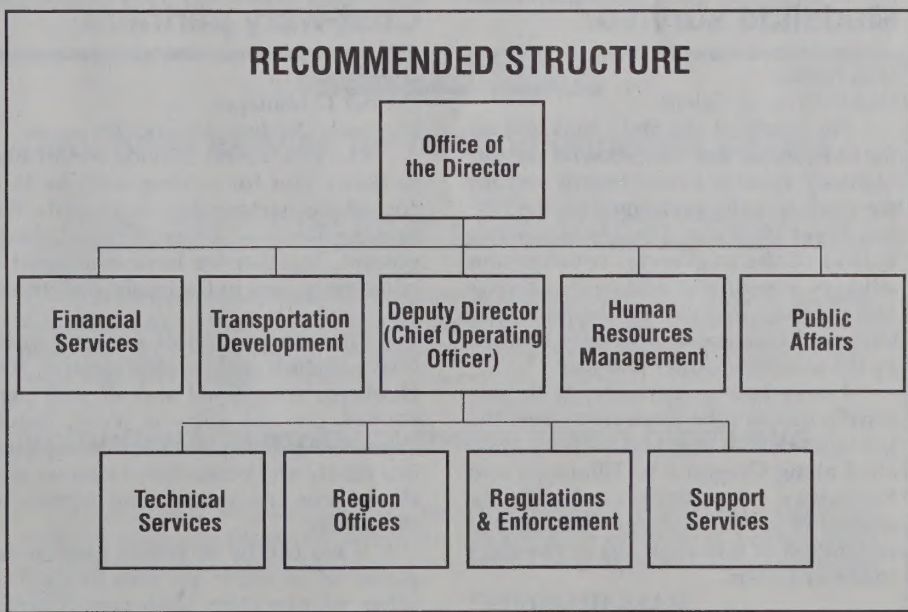
Getting set for blustery winter weather, Bill Fullen (left) of the Santiam Pass highway maintenance crew attaches a blade to a highway truck. Dick Seales (above), Detroit, loads motorist warning signs in preparation for flooded roads.

# Restructure dissolves divisions

Four task forces have concluded that ODOT's organizational structure is getting in the way of its ability to perform. Rather than operate with six separate divisions—Motor Vehicles, Highway, Traffic Safety, Public Transit, Aeronautics and Central Services—a concept that would align work units according to function has won Transportation Commission approval.

"Our department's current traditional structure is getting in the way of our work functions," said Sandy DeLuna, organizational development manager. The model now being considered most seriously, which previously was termed "most profound," involves restructuring ODOT's six divisions into one integrated agency and regionalizing its duties. Implementing that option would happen over time, and some aspects would require legislative approval.

The commission agreed the proposed organizational restructuring would support the Oregon Transportation Plan, a strategic document that examines Oregon's transportation needs four decades into the future. DeLuna said the integrated agency approach promises to better serve ODOT and its customers through increased administrative efficiency. Functions now scattered among six divisions would be centralized—personnel, public affairs, mailrooms, copy centers and fleet oper-



ations, for instance, she said.

At their January meeting, commissioners will decide whether to proceed with the restructure. If that happens, ODOT will detail its implementation.

Under the restructure, current Highway Division regions would provide service to all transportation customers, such as airport maintenance, DeLuna said. Planning and advocacy functions, now scattered, likely would be assembled into Transportation Devel-

opment, also a new function.

Challenging the implementation of an integrated departmental structure are three concerns: legal and budgetary issues, system and procedural impacts, and physical space.

In a related development, the department is creating a single-agency budget that will allow the shifting of people and resources between agencies, something that now can't be done

See SHIFT, Page 4



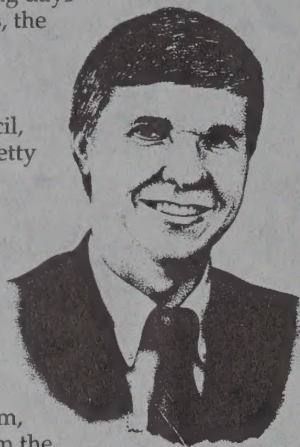
## DIRECTOR'S COLUMN

# All good questions deserve a response

By **DON FORBES**  
*ODOT Director*

Via's November Candid Comments feature raised some valid, direct questions that deserve an answer.

Mickie Ayer, Coos Bay, asked whether two or three days a month are sufficient for my outreach program. No, I'm afraid it's not, but it's what I can commit to and still meet the department's other needs. In October, I was out of the office eight of 23 working days to meet with employees, the news media and public groups—the Oregon Progress Board and the Portland Growth Council, for instance. That's a pretty standard month. About one-third of my time is spent outside the Transportation Building working with legislators, other state agencies and private citizens, as well as ODOT employees.



FORBES

Gary Johnson, Salem, asked why I moved from the private sector to the public sector. I believe the public sector offers a chance to get involved with key policies that positively impact the lives of people. Quite simply, it's an opportunity to contribute to good government. That's the attraction. The tradeoff is you've got to work harder to bring about change, and you end up not making as much money as in the private sector. I feel the move has been positive for me.

Duane Dennis, Enterprise, commented that while team training, a new planning program and productivity measurement are important, he thinks that too much time is spent in meetings and classes instead of getting other work done. We try to provide our people skills through teambuilding training so they can work together to set their work priorities. When you don't accomplish those priorities, your work team needs to sit down and ask why not. Other things might have come up that were more important, or maybe your crew lost track of its goals or let them slide. Duane's concern has been echoed throughout the organization as we go through changes. Sure, we're spending more time in meet-

ings to decide what work's most important. But the result is that when we arrive at work, we'll be a lot more focused about what we do. As we get better at it, we'll take less time to arrive at group decisions, plan effectively and track our work progress.

Rick Ritter, Salem, said changes are dramatic and extensive, and wondered what plans I have for senior employees who cannot, or will not, adapt to change. The first thing we'll do is give them a chance to understand the benefits of where we're going. If,

***Sure, we're spending more time in meetings to decide what work's most important. But the result is that, when we arrive at work, we'll be a lot more focused about what we do.***

after they understand, they don't want to be a part of it, we'll do our best to help them find a place to work. ODOT just can't afford to let them stand in the way. Taxpayers won't let the department get away with that wasted effort.

Mike Struloeff, Portland, asked whether the department could develop a way for job applicants to review their applications in-depth. The answer is yes, and we're already trying to do that. But the most important step is for applicants to take it upon themselves to request a review. Whether they get the job or not, it's worth asking.

Don Records, Meacham, asked whether I foresee using performance measurement as a tool to determine what services might be contracted out in the future. That could be. If we find that a job can be done more efficiently or effectively by a contractor, we have the responsibility to taxpayers to contract out that job. Legislators can tell us to contract out more work, yet if we have no performance measurement system, we can't prove we can do it more cost-effectively than the private sector. We need to document that we are the best deal in Oregon. State employees rate job security high, and performance measurements help us build a case for keeping the work we do have.

Lorne Sturm, Grants Pass, said some ODOT employees are stuck in jobs that no one else wants, and they aren't given the same opportunities to learn new skills as their peers. A lot can be done. The

department has never developed what most organizations today call Human Resources Management. What we have are two personnel offices—one for DMV and one for ODOT's other five divisions—that deal with short-term issues, such as job applications and disciplinary actions. Human Resources Management takes the long-term approach and encourages employees to do their best—by promoting career development, career paths, and recruitment and retention, for instance. Creating a human-resource component within ODOT is part of our reorganization effort.

David Van Schoiack, Hermiston, wondered when Oregon's highway maintenance work force will be paid wages comparable to surrounding states. Sorry, I don't know the answer, although I'd imagine the cost of living plays into that.

Bob Krebs, Salem, commented that ODOT's efforts to develop multimodal solutions to Oregon's transportation needs

often seem restricted by current funding limitations, and he wondered how we can resolve that issue. The answer is that part of our development of the Oregon Transportation Plan suggests how we can use our funding for diverse transportation modes. We have a number of funding alternatives, and we'll be working with legislators this next session to develop a comprehensive transportation funding package.

Marie Grant, Gladstone, asked whether Jane Cease, our new Motor Vehicles Division administrator, will show more concern to DMV employees and make them feel less like ODOT's "stepchildren." We want Motor Vehicles employees to feel part of the ODOT family, and so far we've done several things to allow that to happen. In the five months I've been director, one of my highest priorities has been to get out and listen to employees' concerns. That's critical for our mutual success. Second, we expect our department's restructuring to erase some of the artificial barriers that stand between DMV and the rest of ODOT's divisions. We now have split functions—personnel, public affairs, mail centers and fleet operations, for instance—but our restructure will integrate them and contribute to a sense of unity. Third, we hired Jane Cease as DMV administrator. She's a person I know can make Motor Vehicles one with ODOT.

I'm really impressed how your questions showed great thought and concern. My greatest hope is that I answered most of them.

## Letters



### Mudslide survivor

Don Forbes,  
 ODOT Director, Salem:

On behalf of the Shilo Inns and all the Oregonians and tourists who use our highway system, I compliment you for the work recently performed on the Wilson River Highway. Please convey our thanks to the engineers, construction workers, supervisors and everyone who was involved in repairing the portion of Oregon 6 that was temporarily blocked by the mudslide earlier this year.

I have had an opportunity to personally monitor the work crews over the last few months and just recently travelled along Oregon 6 to Tillamook and Rockaway. I was impressed with the quality of work, thorough cleanup and restoration of this vital part of Oregon's roadway system.

MARK HEMSTREET  
 Owner, Shilo Inns, Portland

### Cost-wary partners

Tom Schuft,  
 District 13 Manager,  
 Highway Division, La Grande:

The U.S. Forest Service would like to thank you for joining with us in a cost-share partnership to provide the turning lanes at Union Creek Campground. Together we have eliminated a potential hazard to the public on Oregon 7.

The cooperation of you and your staff—including Tom Williamson, Jim Hubbard, Terry Bond and all your personnel on the job—is very much appreciated. This project was completed in a timely and professional manner and shows true concern for and service to the public.

If we can be of future assistance, please let us know. We look forward to other partnerships with you. Thanks again.

CHRISTINA WELCH  
 Zone Engineer, U.S. Forest Service  
 La Grande

### Cooperation in crisis

Don Forbes,  
 ODOT Director, Salem:

On behalf of the Falls Fire Incident Command Team and our respective agencies, we would like to thank you for the Highway Division's assistance during the recent forest fire in the Columbia

River Gorge. Your highway staff's participation greatly enhanced the overall coordination endeavor. Without your department's help, our job would have been much more difficult.

Your staff's professionalism, notably with public safety operations, helped firefighters do their jobs. Our agencies look forward to continuing to cooperate closely with your department.

JEFF SCHWANKE

Oregon Department of Forestry  
*(The week-long Multnomah Falls fire in mid-October burned through 1,430 acres of forested land in the Columbia River Gorge National Scenic Area. Highway maintenance crews from Cascade Locks, Parkdale and Sandy periodically blocked Interstate 84 for water-laden helicopters to fly overhead from the Columbia River to areas inaccessible to fire fighters. The Cascade Locks crew also cleared fallen rocks and other debris from the Columbia Gorge Scenic Highway.—Editor)*

### Virgil's vigilance

Stephen Johnston, Manager,  
 Permits and Weighmasters Section,  
 Highway Division, Salem:

Special thanks to Virgil Shamblin of the Highway Division's Weighmaster Unit for assisting us this fall when, while my wife and I were bound for Portland, our car broke down on U.S. 730 about 20 miles from Hermiston.

After repeated failings to hail passing motorists, we found a good samaritan who used his vehicle's cellular phone to call for help. But after he left, we were never quite sure if help actually was coming, as he placed the call to the phone system's operator, not directly to the help-provider. While we

were waiting for a tow truck to arrive, Virgil Shamblin stopped to render assistance. On his two-way radio, he called a Highway Division dispatcher, who in turn checked with the help-provider to confirm the call and estimated time of arrival. Only after he was convinced that we would be okay did Virgil continue on to his next task.

Because of his assistance, two very hot and tired people were assured that help was on the way. Thanks for his courtesy and kindness.

JOHN HALE  
 Maplewood, Minn.  
*(Shamblin is a weighmaster 2, Umatilla.—Editor)*

(See Page 6 for more letters)



### ODOT NEWS

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Published by:  
 THE OREGON DEPARTMENT OF TRANSPORTATION



STRATEGIC PLANNING  
 AND COMMUNICATIONS  
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 Salem, Oregon 97310  
 Phone: (503) 378-6546

### Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification. All letters that address issues relevant to ODOT will be considered.



# Center reveres coastal growth



Mike Rivers, an Oregon Parks and Recreation Department interpreter, explains the differences in the construction of the original and new Alsea Bay bridges.

A historical center dedicated to honoring transportation's role developing the central Oregon coast opened in early November.

As the final pieces of the original Alsea Bay Bridge are fished from the bay, interpreter Mike Rivers at the Alsea Bay Bridge Historical Interpretive Center is taking advantage of the moment to contrast the old and new spans. Rivers, an Oregon Parks and Recreation Department interpreter, staffs the Alsea Bay Bridge Historical Interpretive Center along with Waldport volunteers.

Caroline Deal, a volunteer, estimated that, in the center's first month of operation, an average of 30 people visited during weekdays and about 100 stopped on weekends.

Displays and information focus on the existing and new bridges, bridge history and technology, on early road devel-

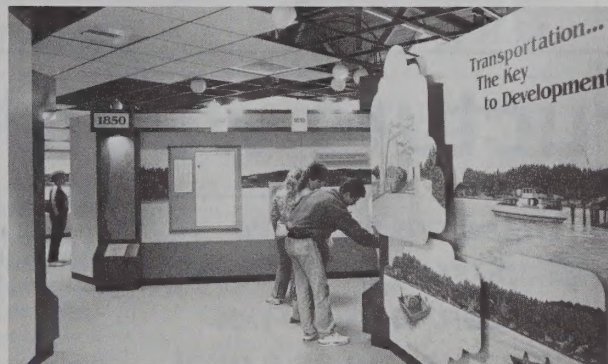


opment and pioneer settlement in the area and information on the Alsi Indians, who lived in the area. An exhibit about the original bridge designer, Conde B. McCullough, is surrounded by original pylons, spires and railing from the old bridge.

The \$800,000 interpretive center was built under contract from the Highway Division as part of the \$42.5 million project that built the new Alsea Bay Bridge. Interpretive Exhibits, Inc., of Salem researched, designed and constructed the center's displays.

Winter hours are 9 a.m. to 4 p.m. Wednesday through Sunday.

Coastal residents and travelers get a first peek at the center (far left), and study transportation's role in coastal development (left).



## Permit snafu leads to jeopardy

Civil penalties of up to \$10,000 a day might be levied against ODOT for its failure to get a modification to one of the permits required for the Alsea Bay Bridge demolition.

The department secured a permit from the Division of State Lands in 1988 and renewed it annually, yet that permit does not allow for the creation of a temporary rubble roadway for crews to remove pieces of the original span dropped into the Alsea Bay during its destruction.

Earl Johnson, a Division of State Lands assistant director in charge of environmental permits, said the permit could have been modified to allow for the roadway, but ODOT never requested the modification. As a result, DSL was investigating whether to seek civil penalties of up to \$10,000 a day for each day ODOT has been in violation.

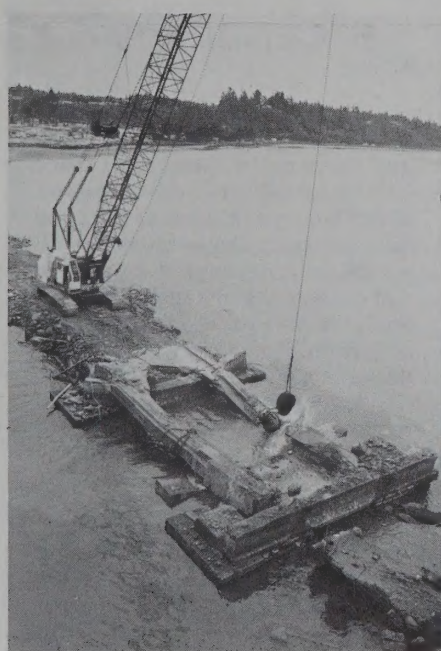
Jack Bryan, the Highway Division's permit liaison coordinator, said the origi-

nal permit omitted reference to the roadway of rubble because details of the demolition process weren't settled by 1988. "We figured we'd do it later, once General Construction, the contractor, decided on a plan to remove (the original bridge)," Bryan said. "That's where the ball got dropped. I goofed. I didn't modify the permit."

General Construction Project Manager Mike Huggins said a demolition work trestle could have been built, but that debris from the bridge demolition

still would have fallen into the bay. The rubble roadway eliminated the need for a trestle, he said.

Bryan, who has submitted a temporary fill and removal plan to DSL, said that DSL was aware of the demolition scheme several weeks before the work began. The project manager got a blasting permit from the Department of Fish and Wildlife in early August and sent a copy to DSL, he said. Bryan was optimistic that the permit snafu would lead to an improved permit procedure.



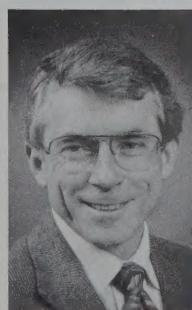
A wrecking ball crumbles the remains of the old bridge on a temporary rubble roadway.

## Marges serves as interim Traffic Safety administrator

Stepping in to aid the Traffic Safety Division's integration with ODOT is Ed Marges, who brings 20 years of contract administration experience to his role as the agency's interim administrator.

Marges replaces Gil Bellamy, who withdrew his nomination to head the division. Bellamy, who had been administrator of the Traffic Safety Commission before its merger with ODOT this summer, has accepted a position with ODOT Financial Services, where, since mid-November, he has been analyzing the legal and budgetary aspects of the department's restructuring.

Marges will manage the division temporarily as ODOT undergoes a department-wide reorganization. In his regular position, he manages the unit



Marges

that oversees the contracting process for all of ODOT except the Motor Vehicles Division. Much of the Traffic Safety Division's work involves administering contracts and grants for safety projects.

In making the appointment, ODOT Director

Don Forbes expressed hope Marges will support the continued integration of Traffic Safety with ODOT and consequently strengthen the department's safety programs.

### NEWS BRIEFS

#### DMV adds service for hearing-impaired callers

Hearing-impaired people now can dial into the Motor Vehicles Division's Communications Section in Salem to conduct their driver and vehicle transactions.

The service, which went on line Nov. 1, allows callers to type their message into a Telecommunications Device for the Deaf, or TDD, then have that message electronically transmitted to the receiving TDD, which displays the typed message. The TDD number is 373-1523.

#### Volunteers 'adopt' southern, metro highways

More than 17 southern Oregon civic and community groups have signed up with the Highway Division's Adopt-A-Highway pilot program of helping clean up state roadsides. And now the idea is catching on in the Portland metropolitan area.

Under the program, volunteer groups commit to picking up litter no fewer than four times a year for two years, usually along two miles of roadway. Contact Sharon Cumbie, 378-6528, for more information.

#### Safety belts credited for death-count drop

Oregon's mandatory safety belt law is getting the credit for a drop in the number of road traffic deaths.

The 399 traffic fatalities recorded through this October are 97 fewer than the same period in 1990, representing a 20 percent drop. ODOT transportation safety advocates consider the lower death rate particularly significant because the number of miles traveled in Oregon has grown at a rate nearly twice that of the state's population during the last decade.



# Driver's sober but car's drunk

An experimental Dodge Daytona made for difficult driving in late October—and left an enduring impression of the perils of drinking and driving.

The computer-simulated car was programmed to delay the its steering and brake response time—enough to replicate the effect of driving while under the influence of alcohol.

The experimental vehicle got a test run in Salem's K Mart parking lot on what was called Think Day, dedicated to enlightening Salem and Keizer residents of the clash between drinking and driving. To further drive home the issue, Salem city officials sounded sirens and church bells every 24 minutes, representing one drunk-driving fatality in that time.

Oregonian Connie Cooke arranged the demonstration in cooperation with the Traffic Safety Division. On-hand test drivers were Marion County District Attorney Dale Penn, and the Salem and Keizer mayors and police chiefs.



An Oregon State Police trooper stands guard while a modified Dodge Daytona rounds a figure-eight course at a Salem retail store parking lot.

# Truckers put off CDL

With four months remaining before the federally imposed deadline nearly a third of the state's truckers haven't taken and passed the Commercial Drivers License exam.

All commercial vehicle drivers must pass the test before April 1, yet only 50,000 of Oregon's 86,000 truck drivers have taken and passed the exam, which is aimed at improving truck and bus safety on the nation's highways.

Paul Hegstrom, the Motor Vehicles Division's CDL program manager, is urging drivers not to procrastinate. "DMV is presently putting together another mailing to identify drivers who need to convert to CDL," he said. "However, if projections continue, there are going to be some long lines in March for drivers trying to get in under the April 1 deadline."

The Motor Vehicles Division is sending staff to trucking companies to administer exams. Truck drivers must have the new CDL no matter what expiration date is shown on their current license. Drivers who do not have their new CDL by the deadline will not be permitted to drive until they do.

# Shift in structure would align by function

(Continued from Page 1)

approval of the Oregon Legislature or the Legislative Emergency Board. ODOT strategists are developing funding alternatives in preparation for the 1993 legislative session, when ODOT staff will work with lawmakers to create a comprehensive transportation funding package.

The proposed reorganization eventually would dissolve ODOT's division lines. One of the first steps to be taken would be administrative, DeLuna said. "We could take any number of administrative steps. Anything that's within a given division could be reorganized along the department lines. For instance, the proposed Technical Services grouping is largely composed of the current Highway Division, so the Highway Division could organize that. The Support Services group, too, has mostly Highway Division work units, so that could organize relatively quickly,

***'These are tentative proposals. But the reorganization is not being treated as a pilot. This is the real thing.'***

**—Sandy DeLuna**

because that wouldn't involve a law change. Any of the proposed organizational changes that require legislative action are longer-term. In fact, there's a host of enabling legislation that would have to be changed.

"We also can do some integrating, in what we're calling Transportation Development—which includes the current Public Transit, Aeronautics and Traffic Safety divisions, the Highway Planning Section and ODOT Strategic

Planning Section—that could be created and put under a single manager even though their budgets have to remain separate. Even without the commission's approval, we can take some steps (toward reorganization), and the integration of public affairs and personnel are prime examples—centralized, administrative things."

The department will evaluate the restructure, although there will be no formal cost-benefit analysis, DeLuna said.

"One of the things we are being asked to take back to the commission in January are some broad indicators of efficiencies," she said. "For instance, we'll be looking at whether we think we'll be reducing the number of management layers. At this point that looks likely. We'll be looking at general efficiencies and cost-avoidance."

"Right now, with the department's restructure, we're still very much in the

discussion stage—in the conceptual stage," DeLuna said. "We're at the beginning of this process. These are tentative proposals. But the reorganization is not being treated as a pilot. This is the real thing."

## HISTORY

### DECEMBER 1986

■ Fred Miller, then ODOT director, was appointed chief budget advisor to Gov.-elect Neil Goldschmidt's transition team. Miller later was chosen to head the state Executive Department.

■ An archeological excavation that preceded the Noti/Veneta road realignment project uncovered an ancient Indian food-processing settlement near the Long Tom River.

■ Expo 86 was linked to an additional 1.75 million vehicles that passed through Oregon.

### DECEMBER 1981

■ A Friday the 13th storm ripped through Western Oregon, with wind gusts of 85 mph. With money already tight, the storm caused slides and an estimated \$500,000 damage to highway facilities, and downed traffic signals, signs and trees.

■ A new legislative bill prevented Highway Division employees who lack professional registration in Oregon from using "engineer" in their working titles.

### DECEMBER 1976

■ After the Tigard City Council rejected three proposed sites, the Motor Vehicles Division tentatively settled a new field office location in Tualatin, to serve an expanding southeastern Washington County population.

■ The department was preparing bills for the 1977 Legislature that were aimed at protecting the state's highway and airport system, and aid the Highway Division's drooping finances.

# News you can use: winter driving tips

How's your driving? Dave White, ODOT Safety Section manager, offers this test of your winter-driving knowl-

edge with the "Safe Driving in Hazardous Conditions" final exam.

1. Under normal driving conditions,

a general rule of thumb is that you should maintain a space cushion between your vehicle and the one in front of you. A. 1 second. B. 2 seconds. C. 4 seconds. D. 4 seconds.

2. Probably the single most important action you can take when driving in hazardous conditions is to: A. Turn on your lights. B. Make sure your vehicle is in proper working condition. C. Slow down for the conditions. D. Change your space cushion.

3. If your vehicle is skidding to the right, you should: A. Take your hands off the steering wheel until you recover from the skid. B. Turn your steering wheel to the right. C. Keep your steering wheel as straight as possible. D. Turn your steering wheel to the left.

4. When entering a turn in rain or snow, your best action is to: A. Slowly accelerate into the turn. B. Tap your brakes lightly as you enter the turn. C. Stop before going into the turn and then proceed slowly. D. Roll through the turn without braking or accelerating.

5. If you encounter heavy icing conditions on the roadway, you should: A. Turn on the headlights. B. Pull off the road as soon as possible. C. Tap your brakes several times to make sure you can stop. D. None of the above.

Answers to above safe-driving test:

1. (B) 2. (C) 3. (B) 4. (D) 5. (B)

## REMEMBERING

**Irving "Buck" DeFrance**, civil engineer 4, Highway Division, Salem, died Sept. 12. DeFrance, who was 92, retired in 1966 after 45 years of service.

**Max Le Gore**, weighmaster 1, Permits and Weighmasters Section, Highway Division, La Grande, died Sept. 29. Le Gore, who was 71, served the Highway Division 17 years before retiring in 1975.

**Jack Luehrs**, highway engineer 3, Roadway Section, Highway Division, Salem, died Sept. 27. Luehrs, who was 70, served the Highway Division 34 years before retiring in 1982.

**Bill Maude**, Region 3 construction engineer/supervising transportation engineer, Highway Division, Roseburg, died Sept. 21. Maude, who was 68, served the Highway Division 31 years.

**Paul "Pete" Peterson**, highway maintenance man 2, Highway Division, Newberg, died Nov. 8. Peterson, who was 80, served the Highway Division 23 years before retiring in 1974.

**Lily Scherrer**, clerk/typist 1, Highway Division, Salem, died Oct. 19. Scherrer, who was 79, served the Highway Division nearly five years.

**Minnie Schroeder**, clerical specialist, Traffic Engineering Section, Highway Division, Salem, died Oct. 9. Schroeder, who was 76, served the Highway Division 10 years before retiring in 1979.

**Lowell Shinn**, executive 1, Highway Division, Salem, died Oct. 2. Shinn, who was 93, served the Highway Division 16 years before retiring in 1962.

**Billy Trissell**, associate transportation engineer, Highway Division, Milwaukie, died Nov. 7. Trissell, who was 50, served the Highway Division 12 years.

**Paul Wollenburg**, highway maintenance foreman, Highway Division, Portland, died Sept. 25. Wollenburg, who was 76, served the Highway Division 32 years before retiring in 1978.



(This is the second in a series of articles that addresses issues and questions ODOT employees raised through this summer's department wide opinion survey. Members of the Office of Productivity—Craig Holt, Cathy Nelson and Mison Bowden—answered the following questions.—Editor)

**Via:** Why measure performance?

**Holt:** The performance measurement concept is something we all do in our own personal finance. Most of us don't just go out and write checks indiscriminately without checking the balance to see if we've overspent. We don't just go out and start spending money. We sit down with our priorities and bank balance at the first of the month, and set our priorities—paying the house payment or the rent, the car payment and groceries. So when we go out to buy a car or clothes, we start talking about whether we trade cost for quality. We could go to a high-quality clothing store and buy pants that might last five years, or go to a discount house and buy a pair that cost 30 percent less and last two years. So when you're talking about performance measurement, we're talking about managing our resources. It boils down to this: It's time we stop just writing checks based on when the needs come, and start looking out for what's needed when, and comparing quality versus cost.

**Bowden:** One of the things that I have found in working with DMV employees is that they refer to it as a productivity measurement, rather than performance measurement. That's mainly because DMV is so production-oriented. They have one of the best work-measurement systems in place and measure almost everything they do, including more than 3,000-some-odd transactions. So they know the quantity of their service, but, in some areas, they don't know how well they do.

Overall, individual DMV employees or work groups can't sit down and tell you how often they meet their service levels—their accuracy rate and how accessible their services are to customers, for instance. DMV's field offices, for example, are realizing now that meeting the 15-minute customer waiting time is not their only priority. Customer satisfaction also comes into play. They can get customers in and out of the office, but if they don't ser-

## Q & A

vice customers' full needs, that doesn't necessarily reflect the quality of their service.

**Via:** So performance measurement is a way of ensuring a balance between productivity and service quality?

**Bowden:** Exactly.

**Via:** How does the Gainshare program differ from performance measurement?

**'If we don't demonstrate that we're efficient and effective, someone else is going to come in and show that they are. And if that happens, we're going to be scrambling.'**

—Craig Holt

**Nelson:** Performance measurement is the foundation—determining why we're doing what we are, how we're doing it, whether we're doing it well and whether we're doing it better. Gainshare is the next step, a sharing of the monetary savings that come from improved productivity. So Gainshare offers motivation. You can have a performance measurement program without Gainshare, but you can't have a Gainshare program without performance measurement. In the Highway Division, Gainshare began as a pilot program that was to last through July 1992. That pilot program continues for employee work groups that are represented by the Association of Engineering Employees, but not Oregon Public Employee Union-represented employees. We're testing the concept to determine whether we can generate savings, tie the savings to performance, and reward employees based on performance.

**Via:** Craig, you spoke earlier about a triangle of programs: teambuilding, performance measurement, and incentives. Does it make any dif-

ference which comes first?

**Holt:** What gets measured gets done. What gets rewarded or recognized gets done best. So if you start on the recognition piece, people will tend to make the results best reflect their ability to get money, as opposed to a team-oriented process and structure. The work groups that had been through teambuilding before they started performance measurement could more easily grasp their team's goals because they were more open to talking and working as a team.

**Via:** So if you don't have financial incentives—through the Gainshare program, for instance—what other incentives are you considering?

**Nelson:** We're looking at other things, but we do need to touch bases with the Executive Department and the Attorney General's Office. Our hands are tied because the incentive

program is so new. We need to find out what's ethically correct when we're using public funds, for example. We certainly could spend a lot of time recognizing crews that perform well, but people are motivated by different things. We need to have lots of things to reward and recognize.

**Holt:** This is markedly different than atta-boys. We're trying to tie recognition to identifiable and demonstrated performance. Period.

**Via:** When it comes to performance measurement, some employees simply ask what's in it for them. How do you respond to that?

**Holt:** A lot of folks say they know what they're doing, and so why do the program? The point is that performance measurement means job security, because there are a lot of people looking at our organization in light of a recessed national economy and seeing a lot of money. If we don't demonstrate that we're efficient and effective, someone else is going to come in and show that they are. And if that happens, we're going to be scrambling.

## Rest areas fall into disrepair

Some of Oregon's roadside rest areas, now 30 years old, are deteriorating, and the Highway Division's management team wants to do something about it.

"Have rest areas fallen through the cracks?" asked Jim Gix, Region 4 engineer, Roseburg.

Oregon pioneered the use of roadside rest areas as the interstate system developed. R-Team members discussed the division's commitment to providing rest areas for motorists, as well as rest-area facilities issues, such as parking, vandalism and environmental regulations on water and sanitary systems. Gix will help develop a proposal to address Oregon's deteriorating rest-area system.

The R-Team also adopted new rules relating to the Adopt-A-Highway program. Civic groups that volunteer to pick up litter along state roadways or help landscape must get a permit from the local Highway Division district manager. The guidelines specify that:

■ Groups must pick up litter at least four times a year.

■ Sections of highway involved in the program must be at least two miles long.

■ Groups must hold safety meetings and follow safety and other highway regulations.

The Highway Division will provide supplies and work signs and set up signs with the group's name at each end of the adopted section. Highway maintenance employees will pick up trash bags filled by volunteers.

In other action, the R-Team reviewed disciplinary actions taken recently on sexual and racial harassment and ethical issues, which team members agreed to discuss regularly with their local work groups.

Robert Clour, the Federal Highway Administration's regional administrator, in meeting with the R-Team commented that "FHWA is reacting to some of the same issues as ODOT—global competitiveness, improving individual and organization performance, and managing people. We can do it better, and we ought to, if we are going to compete in the world."

Clour foresees the role of FHWA as assuring Congress that tax dollars are well-spent and providing things states can't do alone, such as research and technology transfer, and championing transportation's contribution to the nation's economy. He believes a reorganized FHWA will operate more at a program level and less at a specific project level, although it still will monitor projects.

## OTP meetings enter second month

A draft plan to combine Oregon's diverse transportation modes and unite state and local planning enters its second and final month of public meetings in December. Following are the sched-

uled Oregon Transportation Plan public meetings for December: Dec. 2 at 7:30 p.m., Jackson County Courthouse, Medford. Dec. 3 at 7:30 p.m., North Bend Public Library, North Bend. Dec. 4 at 7:30 p.m., Lane County Building, Eugene. Dec. 5 at 7:30 p.m., City Hall, Burns. Dec. 9 at 7:30 p.m., Gresham City

Hall, Gresham. Dec. 10 at 3 p.m., Metropolitan Service District, Portland. Dec. 11 at 7:30 p.m., Twality Junior High School, Tigard. Dec. 12 at 7:30 p.m., Clackamas Transportation and Development building, Oregon City.

## Bridge design true to history

Widening a section of the historic Rogue River Bridge while keeping it true to the original Conde McCullough design took meticulous care.

Part of a \$3 million, 1.6 mile improvement project on U.S. 101 at Gold Beach, the widening was completed in November. Because the 1931 bridge is eligible for the National Register of Historic Places, crews had to make new molds to exactly and precisely duplicate the old rails and piers, said Ron Bussey, project manager. The widening tapers from zero to 18 feet along a 140-foot stretch at the span's south end.

## Carolers spread holiday spirit

A traditional tree trim and caroling are part of the holiday cheer planned for Friday, Dec. 6 at the Transportation Building.

The Traffic Jammers employee ensemble will carol throughout the building beginning at 9 a.m. The tree trim begins in the lobby an hour later, with caroling by the Judson Middle School choir.

The annual retirees holiday reception runs for two hours in the main-floor conference room beginning at 1:30 p.m. The TransToters Dixieland jazz band and the Traffic Jammers will perform. Contact Karen Rice, 378-6388, for more information.

## RETIREMENTS

**Kenneth Coder**, transportation engineer 2, Highway Division, Salem, retired in October after 30 years of service.

**Phoebie Cox**, support services supervisor 1, Motor Vehicles Division, Salem, retires in December after 24-plus years of service.

**Curtis Duval**, supervising transportation engineer D, Highway Division, Portland, retired in November after 37 years of service.

**Aileen Owen**, support services supervisor, Motor Vehicles Division, Salem, retires in December after 35-plus years of service.

**Virginia Peebles**, public service representative 2, Motor Vehicles Division, Salem, retired in November after 24-plus years of service.

**Donna Pedersen**, office assistant 2, Central Services Division, Salem, retired in November after eight years of service.

**Rock Pope**, associate transportation engineer, Highway Division, Roseburg, retired in September after 28 years of service.

**Kathryn Rawlins**, office specialist 1, Motor Vehicles Division, Salem, retires in December after 25-plus years of service.

**Angeline Seefeld**, motor vehicle office manager 2, Motor Vehicles Division, Springfield, retires in December after 18-plus years of service.

**Barbara Sollis**, payroll technician, Central Services Division, Salem, retired in November after 14-plus years of service.



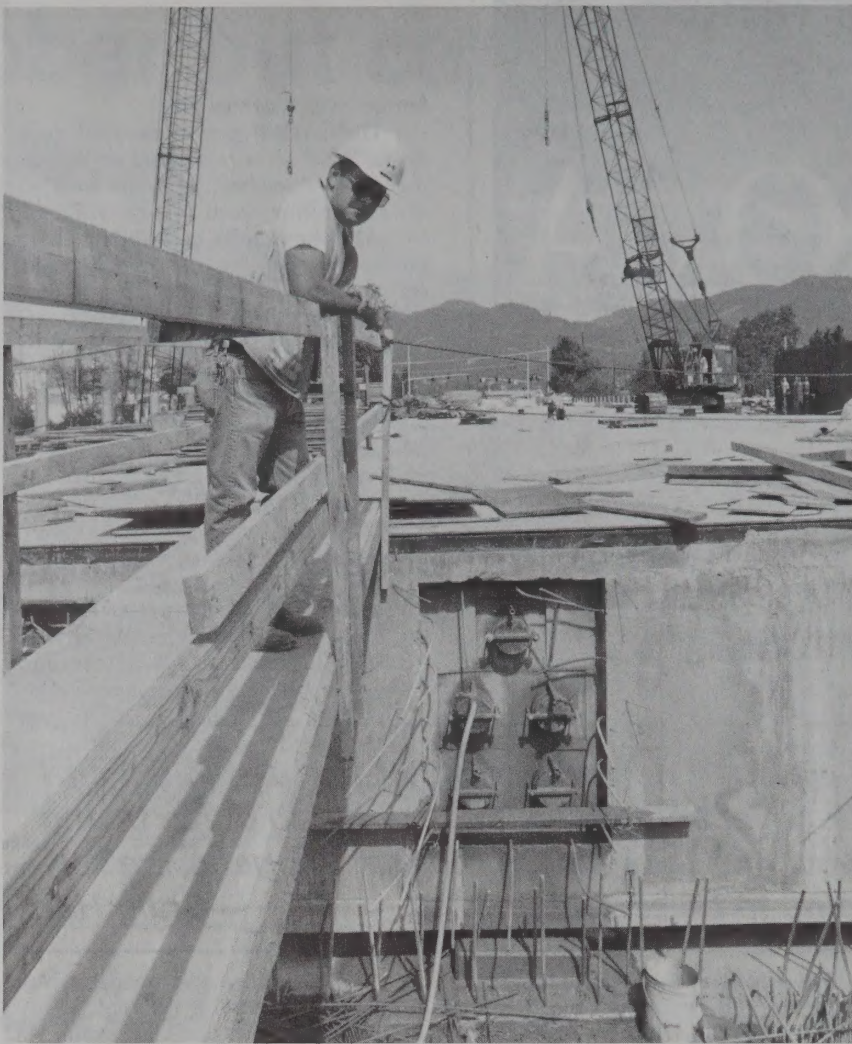
## Pollution, congestion cut by span

A third bridge spanning the Rogue River in Grants Pass opened to traffic in late October with the expectation that it would ease downtown traffic by about one-third.

Robb Paul, project manager, said motorists traveling between Grants Pass and the Oregon coast previously were sent through the downtown area. Before the bridge opened, an estimated 48,000 vehicles jammed Sixth and Seventh streets each day. The new structure is projected to divert an estimated 22,000 of those vehicles onto the new route, which Grants Pass city officials anticipate will reduce noxious carbon dioxide pollutants from auto emissions.

The third bridge is the centerpiece of the \$16 million Grants Pass Parkway, a 2.5-mile network of roads that stretch from the south Interstate 5 interchange, pass through east Grants Pass, and cross the Rogue River before linking with U.S. 199, or the Redwood Highway.

An Oct. 26 parkway dedication ceremony included speeches by state and local politicians, an 8-kilometer run, pancake breakfast, vintage car displays and dance music.



Glenn Meek, an engineering specialist, glances over the Grants Pass third bridge in this photo taken earlier this fall.

## Cure sought for Measure 5 blues

Is there a cure for the Measure 5 blues and its belt-tightening effects? Six ODOT employees think so.

A half-dozen teams composed of Oregon state employees, and Willamette University employees and graduate students are taking the State Management Association's 1991 "Team Challenge." The challenge previously had probed public policy questions, such as the "family track," the drug-free workplace, and leadership development.

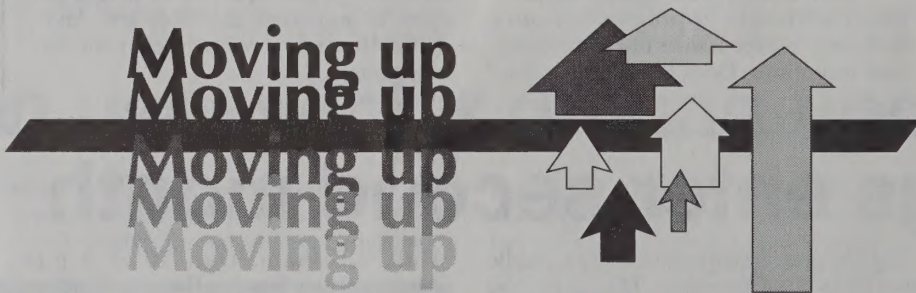
SMA picks a discussion topic, and teams present proposals to a panel of judges representing state government, Willamette University and the State Management Association. The winning team then is invited to present its work to agency leaders and other groups.

Judy Gregory, assistant director for administration, and John Elliott,

assistant director for strategic planning and communication, selected ODOT's team for its diversity. Members include Linda Apple, transportation economist with the Highway Division's Planning Section; Mike Beard, special projects coordinator, ODOT Public Affairs; Jerry Hoffman, Emerging Small Business Program coordinator, Civil Rights; Evelyn Minor-Lawrence, career development manager, Employee Development; Kelly

Taylor, driver issuance unit supervisor, Motor Vehicles Division; and Joel Vanderveen, teambuilding facilitator, Highway Division.

Vanderveen indicated the presentation would be "information-orientated" and emphasize a need for better communication between management and line workers. "We've got a few surprises in store," he said. "I think we'll definitely grab the attention of the judges."



### Motor Vehicles Division

**Terri LeFore**, office assistant 2 to office specialist 1, Salem.

**Mary Liedtke**, administrative specialist 1 to administrative specialist 2, Salem.

**Barbara Lucanio**, motor vehicle representative 3, Eugene, to motor vehicle office manager 1, Cottage Grove.

**Noe Pineda**, motor vehicle representative 1 to motor vehicle representative 2, Medford.

**Cora Tennent**, cashier 2 to office specialist 2, Salem.

**Valerie Traverso**, office specialist 2 to administrative specialist 1, Salem.

**Lana Tribbey**, administrative specialist 1 to administrative specialist 2, Salem.

### Highway Division

**Eric Bonn**, associate transportation engineer to transportation engineer 1, Salem.

**Gerald Cottrell**, associate transportation engineer to transportation engineer 1, Salem.

**Michael Hunter**, highway maintenance worker, Clackamas, to highway maintenance specialist, Portland.

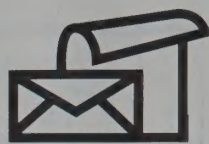
**Kris Iverson**, geologist 1, Roseburg, to geologist 2, Bend.

**Melvin Makin**, transportation engineer 2 to principal executive manager C, Salem.

**Robert Neill**, associate transportation engineer, Salem, to transportation engineer 1, Troutdale.

**David Warrick**, transportation engineer 1 to transportation engineer 2, Salem.

## Letters



(Continued from Page 2)

### Out of their realm

Don Forbes,  
ODOT Director, Salem:

Late this year my family and I were returning from a beautiful trip to the Wallowa Mountains when our car sputtered and came to rest at the weigh station just north of Woodburn. It wasn't serious. It seems that bucking the wind in the Columbia River Gorge used more fuel than we had anticipated, and we ran out of gas.

This could have made a long day much longer if it had not been for the kindness of the weighmaster who rounded up an empty gas can, and of the woman in the office next door who, on her own time, drove to Woodburn to fill the can.

We commend these employees for assisting non-commercial motorists and think of their generosity whenever we drive by the weigh station.

MARTIN BASSETT, M.D.  
Salem

### Firefighter support

Lyle Howell,  
Area Maintenance Manager,  
Highway Division, Klamath Falls:

The Winema National Forest, Oregon Department of Forestry and the Fremont National Forest would like to thank you for your cooperation in keeping Oregon 140 closed during the Crater fire. Our suppression and control efforts benefitted from your cooperation and patience during these restrictions.

The fire burned 389 acres, including 295 in the Winema National Forest, 72 acres of Oregon Department of Forestry-protected lands, and 22 acres in the Fremont National Forest. Efforts by initial attack and control personnel, with support assistance from your people, tremendously helped us keep the burned acreage small.

JACK SHEEHAN  
Acting Forest Supervisor  
Winema National Forest  
Klamath Falls

### Serious, smiling ladies

Ken Allmer,  
District 9 Manager,  
Highway Division, The Dalles:

For the past few weeks, my husband and I have been traveling between the Yakima Valley and Portland. We usually stop at the Memaloose rest area, and just wanted you to know how much we appreciate it. Not only do the restrooms smell fresh and clean, they are fresh and clean.

Two young Highway Division ladies there were smiling, friendly and took their jobs seriously. Just thought you should know the kind of employees you have.

LYLE AND DARLINE KINSEY  
(Address unavailable)

(The women mentioned are Candy Chambers and Nikki Parke, highway maintenance workers with the District 9 Landscape Crew, The Dalles.—Editor)

### Right place, right time

Randy Inloes,  
Highway Maintenance Supervisor,  
Highway Division, Portland:

While driving on Interstate 5 and running late to an appointment, I ran out of gas. Along came (Highway Maintenance Specialist) Robert Schillinger, my life saver. He just happened to see me and come to my rescue.

This is truly a fantastic service for the Oregon State Highway Division to provide. Thanks, Robert, for being in the right place at the right time.

MARGIE HESTING  
Portland

## Masses flock to first-ever state air fair

An Oregon astronaut, a hero and a world record holder in November headlined the first Oregon Air Fair at the Oregon Convention Center in Portland.

Jeanna Yeager flew nonstop around the world aboard the Voyager aircraft, Mimi Tompkins helped land an Aloha Airlines jet safely after part of its roof had blown off, and Oregonian Susan Helms is set to fly in the Space Shuttle. Those three guest speakers—along with 60,000 square feet of displays, aircraft and aviation exhibits—drew an estimated 25,000 people.

The crowd swarmed to pilot and flying safety seminars and hands-on educational displays and activities for children. Billed as Oregon's first family aviation event, the '91 Oregon Air Fair was co-sponsored by the Aeronautics Division and the Federal Aviation Administration, and was organized by the Northwest Aviation Association, a group of local aviation leaders.



**Valerie Traverso**  
Administrative Specialist 1  
Motor Vehicles Division  
Salem



## PROFILE: BEA MAULDING

# Thriving on cultural diversity

By ANDY BOOZ  
Via Managing Editor

If the Boy Scouts admitted women, Bea Maulding might be a troop's model. Intentionally or not, she lives her life according to the scout's oath—trustworthy, helpful, loyal, friendly, cheerful, thrifty and brave. The list of qualities scouts aspire to, Bea personifies as acting lead worker at the Woodburn Motor Vehicles Division office.

Because of its cultural diversity, the Woodburn community serves as a testing ground for those and other professional qualities. DMV customers speak Russian, Spanish and English, and some expect their service in their native tongue. Bea considers her fluency in Spanish helpful, but sometimes her patience is even handier.

***'I just try to be mostly calm with people, unless they really scare me—make a left turn when I ask them to turn right, that kind of thing.'***  
—Bea Maulding

"I like working at the Woodburn office because it's such a challenge," Bea said. "You have to be more patient with people. With Spanish-speaking people, no problem, I can work with them. But when you have customers come in speaking only Russian, you're baffled."

Consider these dilemmas: Drive tests cannot be conducted with a third person interpreter riding along, yet without an interpreter, communication is a struggle. Consider, too, that Russian immigrants also tend to purchase and repair heavily damaged vehicles for their cost savings—and then wade through paperwork to drive them legally. But the language gap is narrowing: A translation guide helps motor vehicle representatives explain to customers how to complete some paperwork, and one of the Woodburn DMV staff is learning Russian.

Some days, Bea uses her Spanish at work so much that she's thinking in Spanish by the time she returns home, and ends up having to translate her conversation to English for her husband.

"Right now, Woodburn is definitely on the rise—it's a growing place," she said. "It has a lot of Spanish-speaking people, and that means issuing a lot of ID cards."

Bea pursued her DMV career indirectly, with just a strong need to help people. Others in her Silverton High School graduating class had solid career ambitions. "I was in limbo as to what to



Language barriers occasionally complicate DMV drive tests at the Woodburn Motor Vehicles Division office, driver examiner Bea Maulding (outside car, above), has found.



do with my life. Thinking back, maybe I should have been more prepared," she said. But in 1984, when she started as a temporary employee at the Gladstone Motor Vehicles office, she stumbled on what seemed like a good thing. "I just took to it, thanks to the staff's support," she said.

"I enjoy working with customers. It makes me feel good to help them with something they've been struggling with. And because most everybody needs a driver license or vehicle title at some

time in their life, the variety of people who come through our doors is endless."

It's the diversity of Woodburn's culture, combined with Motor Vehicles' atmosphere of empowerment, that encourages Bea to excel. "There's always room to grow here. I don't know if I'll be here five more years or 20. Some people are entry-level motor vehicle representatives for 20 years, and that's OK if you're happy doing that. As for me, I need change to grow."

As the Woodburn community has changed, Bea has perceived an attitude shift in the office staff.

"Everyone in our office is really positive," she said. "But when I started, some people at DMV were negative and unwilling to adapt. I remember when we got our first computers, it was exciting because we had almost instant access to driver and vehicle records, right at our fingertips. But then some DMV employees asked why we even needed computers—that they had been typing



Bea Maulding

registration cards with typewriters for 20 years and why change now?"

Computers have since revolutionized DMV business. Motor vehicle representatives now have terminals at each counter station, and customers are provided faster service. And as acting lead worker, Bea most appreciates that.

In state government's emphasis on doing more with less, Bea enjoys breaking DMV's arrogant stereotype. Her favorite role is what she calls "playing receptionist."

"When we get really busy, say on a rainy day with a full waiting room, I may work four different places at the same time" as well as shuffling through the front office to ensure customers have their paperwork in order. "I pretty much go where I'm needed, and that's pretty much how everyone is here," she said.

Of course, all is not wonderful working as a public employee in a post-Measure 5 environment. "Sometimes I'm frustrated by not having enough resources—not enough people to conduct drive tests or to accommodate customers as much as we should." Other frustrations include people who shift a vehicle's title to different family members to avoid showing proof of insurance. And, as with every job involving public contact, "Sometimes customers just come in mad and take it out on us. I guess that's why I try to be positive in everything I do. Even in picking up trash in the parking lot. And I try to give lots of pats on the back, because I like to get pats on the back, too."

It's also why she maintains her personal life as a stress-reliever. Together with her husband John and two sons, Jonathan, 4, and Daniel, 1, Bea attends local high-school football games and visits John's mother's llama ranch in the Silverton hills.

At work, Bea has transformed her personal frustration as an impatient consumer into a positive job skill. "Being an impatient person makes you treat each customer fairly, I guess. It sure helps to know what it's like to live on the other side of the fence," she said.

But no matter how patient, sometimes self-preservation kicks in. Take drive tests, for example.

"I just try to be mostly calm with people, unless they really scare me—make a left turn when I ask them to turn right, that kind of thing," Bea said. "Then, just last month, there was a lady who had two flat tires in one drive test. She really hit that curb hard." And there was the time a woman laughed every time she made a mistake. "This lady was on a death wish, and there she was laughing."

All and all, Bea tries to maintain her cool. "Really," she said, "I don't scare easily." What does catch her attention—or bemuse Bea—is Oregon's constantly changing driver and vehicle laws.

"You've got to learn to ask lots of questions, because every time you think you know what you're doing, it gets changed. You can tell customers all you know, and give them complete and accurate information. But if you don't know, it's best to say so and be up-front."

"You just try to do what you can, because that's why we're here. To help."

## RETIREES REPORT

Paul Hatcher, Salem, ODOT budget officer, Central Services Division, retired in 1987.

Paul and his wife Jean regularly take their four grandchildren on their travels, including American Cribbage Congress-sanctioned tournaments throughout the United States and Canada. Apparently their company has brought Paul luck, as he placed fourth on the All-American Cribbage Team this year. Cribbage competitions have taken the Hatchers and their motor home to Florida, California,



Hatcher

Montana, Nevada, Washington and Oregon.

Also high on their retirement agenda is fishing at Diamond Lake, an annual affair since 1962. Paul also has a log cabin near Myrtle Creek, where he spends most of his summers. When not maintaining the cabin, he cares for nearly four acres of land in south Salem, where he recently poured about 50 yards of concrete retaining walls and sidewalks.

Paul stays abreast of retirement issues by visiting friends through the quarterly Highway Retirees luncheons and as a member of the Oregon PERS Retirees, Inc. He encourages other retirees to join the group by calling Jack Sollis, 363-7360.

Carl Vistica, Salem, traffic data

supervisor, Traffic Section, retired in 1988.

Carl and his wife Gerry are ready for winter, after a summer full of toiling in their large Woodburn garden and painting their home.

So far, their travels have taken them across the northern United States to Minneapolis and St. Paul, then south to Springfield, Mo., where they visited family. On the return trip, they stopped by the Grand Canyon and Las Vegas, before hitting California—just in time for the 1989 San Francisco earthquake.

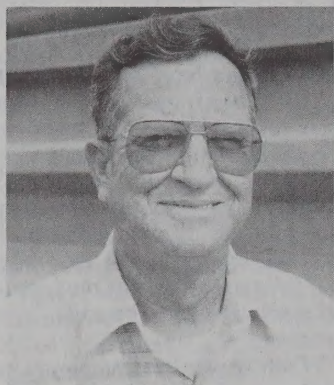
Back in Woodburn, Carl and Gerry this summer hosted Woodburn High School's reunion of the 1946 graduating class, with about 36 of their former classmates sharing news at a backyard potluck.



# CANDID COMMENTS

If you were ODOT director, what would you do?

**Darrell Wheeler**  
Highway Maintenance  
Specialist  
Highway Division  
Vale



**Darrell Wheeler**

I would recognize the achievements of field crews, because I feel they are not being recognized as they should. Highway maintenance crews feel like they are being treated like long, lost cousins.



**Jill Vosper**  
Grants Manager/DUII  
Program Coordinator  
Traffic Safety Division  
Salem

**Jill Vosper**

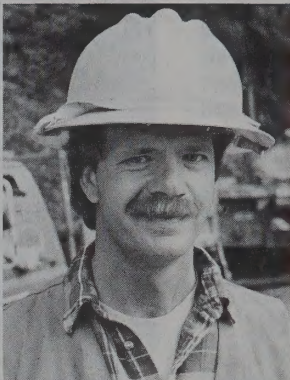
I think it is important to keep employees well-informed during the ODOT reorganization. Employees would feel more secure if they knew what to expect. I think they feel that their jobs and their futures are at stake.



**Judy Clyburn**  
Vehicle Program Support Manager  
Motor Vehicles Division  
Salem

**Judy Clyburn**

From DMV's point of view, I think I would do what he's doing today. Don's been out talking with us and making us feel like ODOT family, and that has helped morale at Motor Vehicles. Looking at the organization's reorganization, as he is doing now, also helps.



**Ed Prusienski**  
Highway Maintenance  
Specialist  
East Portland Bridge Crew  
Portland

**Ed Prusienski**

I would try to make our employees as happy as possible, because they are the people doing the work. If they're satisfied with their jobs, have good morale and feel they are being treated fairly, your work force is going to be most productive.

**John Oliver**  
Driver Examiner  
Beaverton Test Drive Center  
Beaverton



**John Oliver**

I would try to open the lines of communication better by making sure that communication went up the chain as well as down. I would eliminate the information filter between management and employees.



**Jaycene Olmstead**  
Lead Worker  
ODOT Mail Center  
Central Services Division  
Salem

**Dwayne Lindley**  
Motor Vehicle  
Representative 2  
Motor Vehicles  
Division  
Stayton



**Jaycene Olmstead**

It's as though our department's employees pretty much have the technical skills they need to do their jobs, but now morale is suffering somewhat. If I were ODOT director, I would work to make the lower-level employees feel more at one with upper-level management.



**Mike Wierleske**  
Assistant Section Supervisor  
Highway Division  
Ukiah

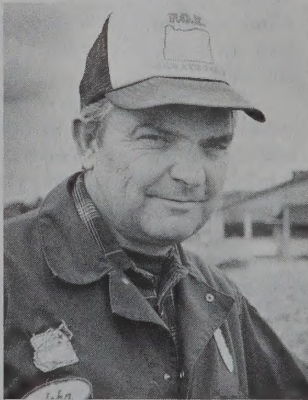
**Dwayne Lindley**

I would maintain current services to the public, and carry out cost-saving measures throughout ODOT, such as streamlining programs by consolidating field offices to be multi-divisional. I would also plan for the future needs and goals for ODOT.

**Mike Wierleske**

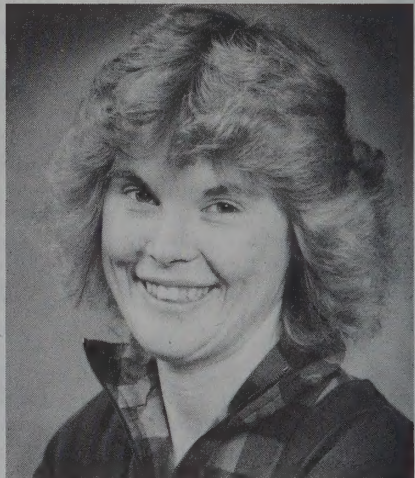
I would work for better communication down through the workers on the front lines. I would also get some information from the people in the sections about productivity measurement. What is working and what isn't? If something isn't working, then what would work? Some things take some creative thinking to find a good way to measure them. I would try to make sure communication went up the line, too.

**John Fields**  
Weighmaster  
Highway Division  
Klamath Falls



**John Fields**

I'm concerned with the beautification of Oregon. I would give more attention to landscaping along the highways east of the mountains. It would be nice to see something besides rocks and sagebrush over here.



**Brenda Zuniga**  
Word Processor 2  
Strategic Planning and  
Communications  
Central Services Division,  
Salem

**Brenda Zuniga**

I would encourage good employees to stay with the department by offering them the training they need to advance their careers. I'd set up a program for employees who have been with the department for five years or more to continue their education at ODOT's expense. Communication with employees would be a top priority and I would make sure they knew they could come to me with anything, no matter what.